



This training is presented as a joint project of the USDA, Grain Inspection, Packers and Stockyards Administration and the Agricultural Marketing Service. It is intended for any individual or organization in the grain, oilseeds, livestock or seed industry, or an associated industry, that is operating a quality management system or is interested in operating a quality management system.

This training, entitled "The Creation and Documentation of a Quality Management System", is provided from an auditor's point of view and is intended for individuals who have some knowledge of third-party certification systems. It does not address issues of implementing the Quality Management System (QMS).

[Link to November 9 – 10, 2004 Course Outline]



Third-party verification is not a new idea. Many of us can remember seeing the “UL” (United Laboratories) symbol on everyday products that we bought for our homes, especially electrical products. The symbol meant that UL, not the producer, had checked the product for safety.

Over the years, the idea of third-party verification evolved, and now there are many organizations that offer it. Most commonly, we hear about ISO verification or certification. But what is it really about?

It's a way for organizations to instill a sense of CONFIDENCE in the consumers of their product. A way for organizations to state that a knowledgeable, truly objective outsider has examined their processes and procedures to verify that the claims an organization makes about its product are true. This is not an inspection of each item produced, but a verification of the quality procedures that cause production to take place.

It's also a way for government agencies to have CONFIDENCE that organizations are complying with regulations. It may not be the only means of assurance, but it is essential in some cases.

Finally, for an organization operating under a Quality Management System, an auditor's CONFIDENCE builds throughout an audit as he or she concludes that the organization is operating in conformance to a recognized Quality Standard and its own procedures. The purpose of this training is to help you create and document your Quality Management System in a way that will lead auditors to CONFIDENCE in your organization's ability to conform.

## QMS Definitions

### A Quality Management System is:

- System for managing the quality of an organization
- Includes everything in the organization that relates to quality:
  - Products and services
  - Processes
  - Operations
  - Customer Satisfaction



Before getting into the details of creating a system, let's make certain that we have the same definition for a "Quality Management System" (QMS). It is the system for managing the quality of an organization.

Most importantly, it includes all aspects of the organization that relate to quality. This means that everyone, from top management to the janitors who clean the plant after everyone else has gone home, are part of the Quality System of the plant. Janitors add quality because sanitation relates to the environment of the workers as well as the quality of the product being produced.

ISO 9000 puts a very strong emphasis on customer satisfaction, so the quality of the product as well as the delivery of the product are considerations of the QMS.

## QMS Definitions

**Quality Management** includes all activities of the overall management functions that:

- determine the **quality policy, objectives, and responsibilities** and
- implement them by means such as **quality planning**, quality control, quality assurance and **quality improvement** within the quality system.



“Quality Management” includes all activities of the overall management functions. In this session we will be talking about:

Quality Policy

Quality Objectives

Responsibilities

Quality Planning

Quality Improvement

## QMS Description

### Quality Standard or Regulation

ISO 9001:2000  
Process Verified  
ISO Guide 65  
Quality System  
Assessment Program  
National Organic  
Program

### Product or Service

Consistent quality feed  
Identity Preserved  
livestock or grain  
Consulting Service  
Organic Certification and  
Organic Production



Now, I'd like to describe a QMS. It has two very definite components that require equal attention. Each component has requirements for procedures, work instructions and records that will be part of the QMS documentation.

First, there is the **Quality Standard or Regulation** that must be met. These would include the ISO requirements, ISO 9000, for example, or Guides 65 and 61. The National Organic Program regulates three different QMS systems: production and handling of organic food, certification of producers and handlers and accreditation of certifying agents.

Second, there is the actual production or service that requires its own set of procedures. Documentation must explain all aspects that ensure the quality of the **product or service** being delivered.

## QMS Description

As required by ISO 9001:

- The Quality System is well documented, implemented, understood, maintained and continually improved
- Emphasis is placed on problem prevention rather than inspection
- Quality planning is required
- The process approach to management is encouraged



The ISO 9000 description of the QMS is on this slide.

We will be talking about all of these QMS attributes as the training session continues. For the moment, I'd like for you to start thinking of the QMS as an entity, a living characteristic of your organization, that needs a good deal of attention and can continually be improved.

## QMS Description

The structure must be:

- Effective and
- Suitable to the needs of the organization

The structure must consider:

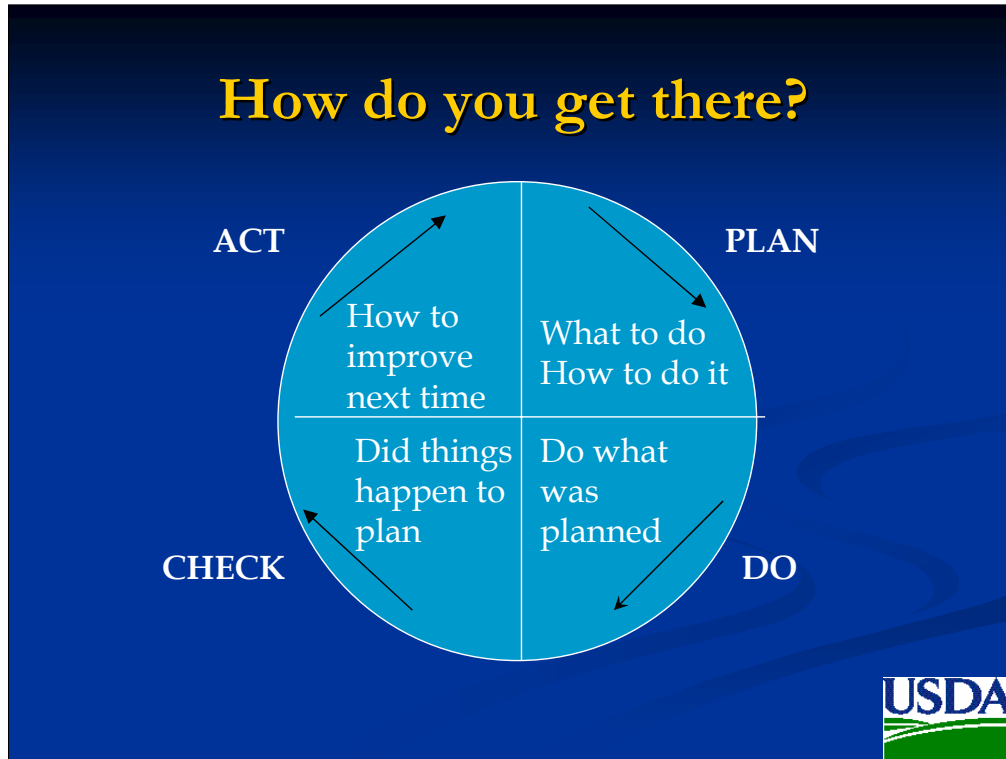
- The products and / or services
- Facilities and equipment
- Size of the organization
- Training and experience level of workforce
- Structure of the organization



Here is another description of a QMS that focuses on its structure.

Structurally, all aspects of the organization must fit the QMS – and visa versa.

It must be effective and suitable to the needs of the organization. In other words, ISO 9000, which relates to a manufacturing or service operation, may not be practical if you are a certifying agent. In that case, your organization should implement ISO Guide 65 that provides generic business management practices for a certifying agent.



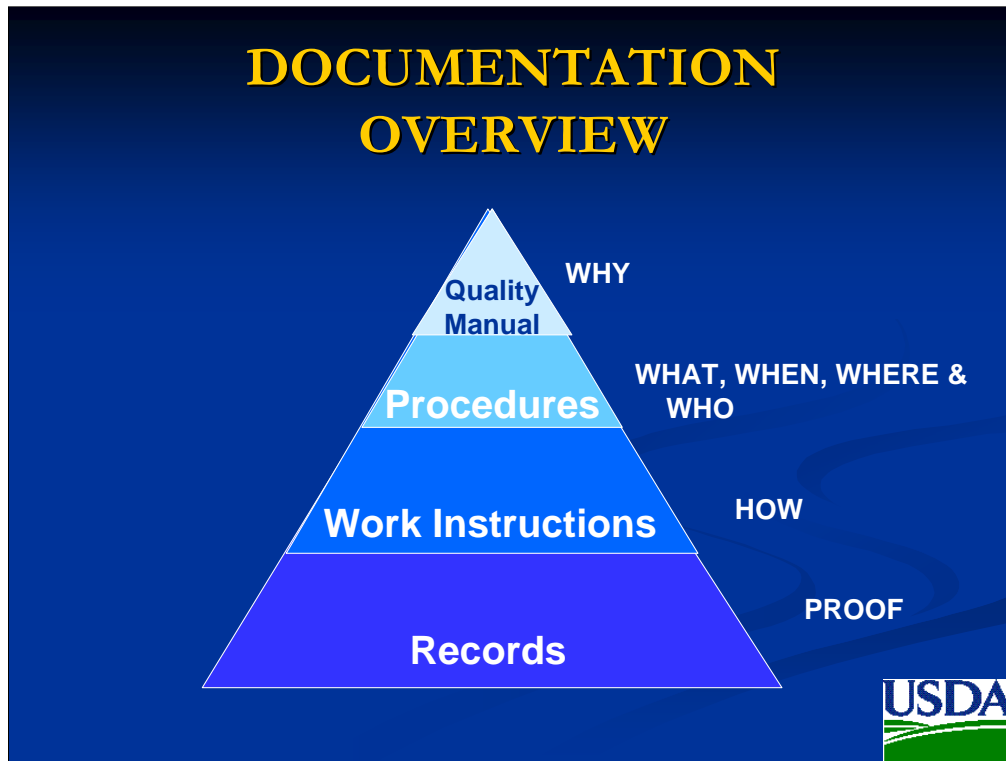
Here is the key to creating a QMS. For our purposes, we will start with the **PLANNING** process. For an organization just beginning a QMS, this is the most difficult part. Some organizations feel it best to consider the entire organization as they create their QMS. Others take one aspect at a time. There are merits to either method.

After an organization has completed the plan and determined how to **DO** it, the plan has to be implemented. This is where the commitment of the organization takes a test – are you willing and able to **DO** what was planned?

Once the plan is put into action, the organization must **CHECK** to determine whether activities happened according to the plan. If so, it's time to move on to a new plan. Most likely, there will be an opportunity to improve. The organization must **ACT** to make the changes necessary to improve the operation.

This is how the is how we get the QMS wheel in motion. Later on we will discuss what happens when the wheel really gets moving.

[Link to Planning handout]



It is now time to talk about the documentation of a QMS. Many of you have probably seen this pyramid before, but perhaps did not get the entire picture.

As you can see, the Quality Manual (QM) sits at the top of the pyramid. In the QM an organization has the opportunity to explain **WHY** it exists and **WHY** it feels capable of conforming with the Quality Standard (ISO 9000, for example) and its own requirements.

Below the QM are the procedures. They answer “**WHAT, WHEN, WHERE, AND WHO**” questions that are associated with the “**WHY**” explanation in the QM. All documents are inter-related.

Next are the detailed Work Instructions that explain “**HOW**” the procedures are done.

“**RECORDS**” provide proof that the system is working.

We will explore each level of documentation as we progress through the training.

## QMS Audience

- Yourself and Management
- People who will use the Procedures and Work Instructions
- The auditors who will review the system documentation

Remember when you are documenting a QMS that you have three audiences. The first is yourself and higher management. They are an important audience because they make decisions that affect the direction of the organization. The second audience are the people who will have to use the Quality Manual, Procedures and Work Instructions to do their job. The writing should be simple and clearly understood. Finally, you are writing for an auditor who will evaluate your organization based on the documentation. The Quality Manual and other documents you send the auditor will make the first impression of your organization. It also serves as an introduction to what you do. Make certain that the auditor gets a clear picture of your activities.

## What is a Quality Manual?

- Statement of the organization's quality policy
- Built on the structure of the standard to which your organization conforms
- Provides the content and index for all the documentation, including procedures, work instructions and records



Let's begin by discussing the QUALITY MANUAL or QM. The slide above includes some attributes of a QM. Contents, such as the **quality policy**, support the WHY information.

The QM is built on the Quality Standard the organization uses to organize its business management practices. Some Quality Standards include the ISO 9000 and the National Organic Program. (See the Quality Standards or Requirements listed on slide #5.)

The QM provides the content and index for all the documentation, including procedures, work instructions, and records. All of these items are inter-related.

Go to [www.isoeasy.com](http://www.isoeasy.com) and print out "The Standard Illustrations". It is an illustrated version of ISO 9001:2000.

For examples Quality Manuals go to:

[http://www.circuitboardexpress.com/quality\\_manual.htm](http://www.circuitboardexpress.com/quality_manual.htm) and

<http://www.ams.usda.gov/lsg/arc/QSAPEExampleManual.pdf>

## What is in a Quality Manual?

- It should be brief – 20 to 30 pages, max
- Sections should not exceed one page in length (with some exceptions)
- Manager responsibility for each activity
- Procedures identified in policy manual for each policy
- Pagination control
- Revision control
- Lists quality objectives
- States the Scope of the quality system



This slide lists some of the things you need to included IN the QM. Some of them need an explanation:

“Procedures identified in policy manual for each policy” refers to some of the older ISO documents that refer to more than one policy.

“Pagination” means that documents are numbered to state the total number of pages. For example, a page would be numbered “1 of 5” for the first page of a five page document.

The QM is a controlled document and should include the “Revision” number.

It must state the Quality Policy, Quality Objectives, and the Scope of the Quality System.

## Quality System Scope

- Defines the nature of the organization
- Sets the parameters of the quality system within the organization
- Identifies the customer
- Identifies the quality standard or regulation (including exclusions)

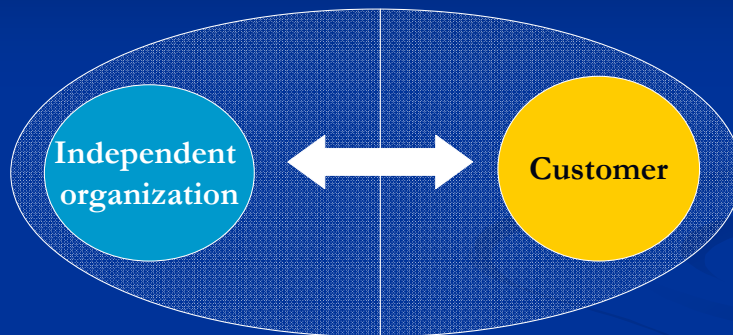


The “Scope” sets the boundaries in which the QMS operates.  
[Link to Scope handout]

# Quality System Scope

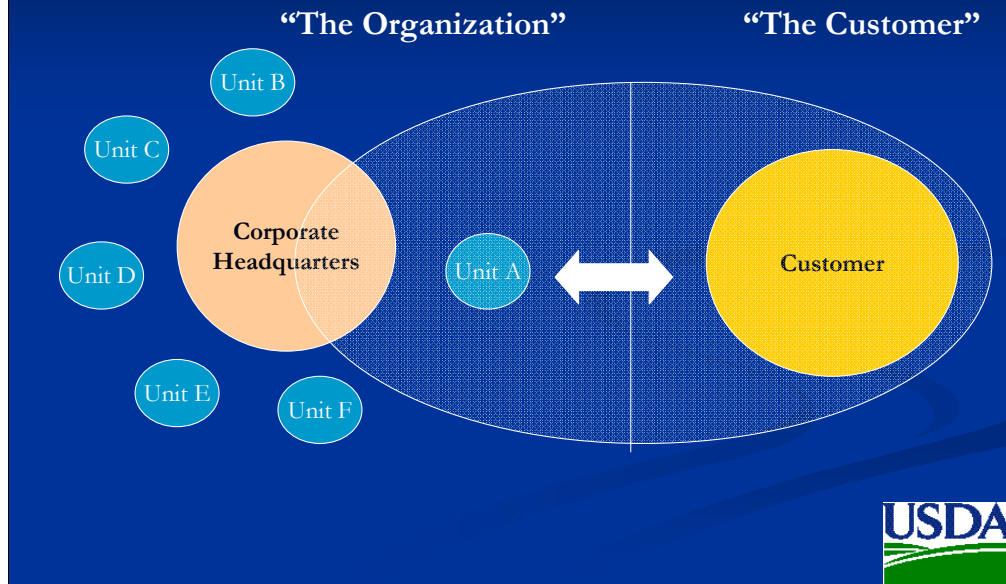
“The Organization”

“The Customer”



This slide represents the simplest type of scope – one producer and one customer. The customer can be a single entity or a group such as brokers or retailers.

# Quality System Scope

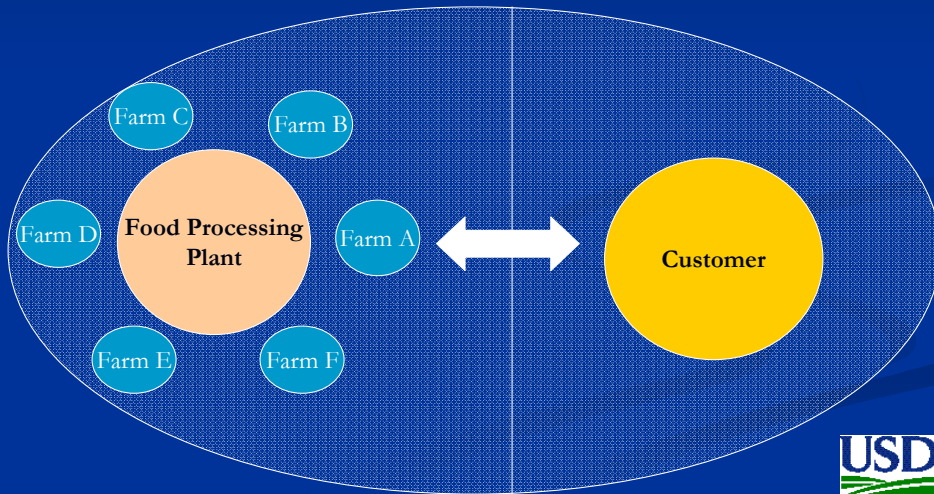


This slide shows a more complex Scope in which only a small part of a large corporation has a QMS. As you can see, the scope extends to include some of higher management of the corporation because they must participate in the QMS and take responsibility.

# Quality System Scope

“The Organization”

“The Customer”



This slide demonstrates how a Food Processing Plant can extend the Scope to include producers. All producers in this system must be actively involved in the processing plant's QMS, but they do not have to have their own QMS.

## What is a Quality Policy?

- Top management's commitment to Quality
- Framework for establishing and reviewing quality objectives
- Available to all employees
- Seldom changes



[[Link to Quality Policy handout](#)]

## What's included in a Quality Policy Statement?

The Quality Policy states Commitment  
to (the three Cs) :

- Continuous improvement
- Compliance
- Customers



We all know some Quality Policies:

"Built Ford Tough"

"We will sell no wine before its time"

"Meat – It's what's for dinner."

For our purposes, since we can't all hire public relations firms to help us, the Quality Policy should relate to the three Cs – Customers, Compliance and Continuous Improvement

**What are his objectives?**



In addition to a Quality Policy, the QM has to include Quality Objectives. The next group of slides will relate to the Quality Objectives.

Jot down your response to the question on the slide.

**How does he know when his  
objectives have been met?**



Is the objective you wrote for the football player measurable according to the three questions listed on the handout? If the objective is not measurable, can you think of an objective that you can measure?

[[Link to Quality Objectives](#)]

# Quality Objectives

## Definition:

Goals, targets, or aims concerning product, processes, or systems related to quality.



Quality Objectives are the stated goals, targets, or aims your organization wishes to improve or maintain. It's best to select only a few areas that you wish to improve so that your organization's resources can be focused. Too many objectives might result in unfinished monitoring and measurement activities.

In organizations just beginning a QMS, the goal or aim might be to set baselines from which to measure improvement. For example, you might believe that your customers are satisfied because of the few complaints you receive. However, you don't really have any means to track complaints or establish which area of your operation gets the most complaints. A first year object would be to establish a reporting and tracking system for complaints. That would set a baseline from which to measure. The next year your objective might be to reduce the number of complaints by 5%.

## Quality Objectives

- Unique to each organization
- Measurable and Monitored
- Consistent with Quality Policy
- Established for all relevant functions
  - The Quality Standard (ISO, Process Verified, Beef Export Verification)
  - The Product Standards
  - The Service Standards
- Change over time



Quality Objectives should reflect the Quality Policy and build upon it. That means that the objectives will relate in some way to customers, conformance, or continuous improvement.

Objectives must be measurable. It is best when writing the QM to explain how you are going to measure your objectives. Remember, your auditor is one of the audiences you are writing for, and the auditor is not a mind reader. You need to explain in detail.

Once objectives have been met, they will change. Usually organizations start with their top priorities for improvement, and then work their way down the list. Changes in the QMS should serve as a way to maintain objectives, once they are met. If the same issue becomes a new objective in a year or two, then the QMS needs to be examined.

**ASSIGNMENT:** Write the Scope, Quality Policy, and Quality Objectives for an imaginary organization. If you are working with a group, share your efforts for their review and provide constructive feedback to one another.

## Some More Definitions

- Documents – work papers used for activities. They will change over time (living)
  - procedures
  - forms
  - policies
- Records – historical material that will not change, but will be retained for reference (dead)
  - Meeting minutes
  - Completed forms
  - Reports



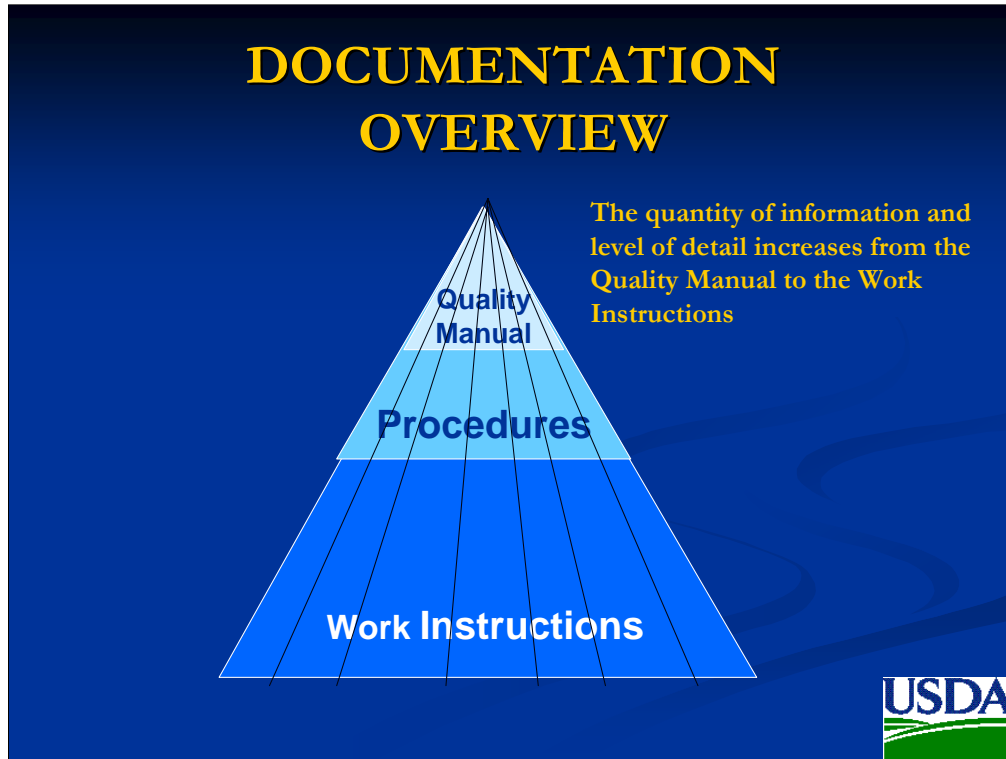
Before we continue further, you need a couple more definitions.

Up to this point we have been talking about a generalized term, “documentation”. It covers documents, records, electronic information, and any other material that conveys information valuable to a QMS. Now I’d like to distinguish between “documents” and “records”.

Documents are living material that will change over time. They include the QM, procedures, work instructions, forms, and just about all paper and electronic material that your organization has created to help it perform all of its tasks. Some documents, called “documents of external origin”, may be generated outside of your company.

Records are dead material that will never change. Records hold information that validates everything your organization claims as its QMS. Records may include meeting minutes, the results of internal audits, completed forms, and reports.

All documents and all records must be controlled.



Yes, it's the pyramid again. This time it depicts another structural element. That is, the quantity of information and the level of detail increase downward from the Quality Manual to the Work Instructions.

The lines from top to bottom help us remember that document identification should flow from the QM, through the procedures to the work instructions. In other words, if an element in the QM is identified as "A", then the procedures implementing that element, work instructions related to that procedure, and records created should all include "A" as a part of their identifier. That makes it easier on you when you create and modify documents. It makes it easier on the auditor to follow the information trail during audits.

## What are Procedures?

- Define and describe activities at the department level and written by department supervisors.
- Generally provide information about:
  - What happens
  - When the activity happens and the frequency
  - Where it happens
  - Who is responsible



We've covered the Quality Manual pretty thoroughly, now let's talk about Procedures.

Procedures answer the “who”, “what”, “when” and “where” questions that explain the happenings in an organization. They describe activities that make the QMS work. They may be required specifically in the Quality Standard, such as, a documented procedure for Document Control. They also may be directly related to the product you manufacture or service you provide, such as a procedure for filling an order.

## QMS Quality Procedures

- Document Control System
- Records Control System
- Planning
- Management Review
- Resource Management, including Human Resources
- Internal Audits
- Corrective/Preventive Actions
- Certification Procedure



This slides lists some possible procedures that an organization might write.

# Procedure Formats

Procedure Formats Vary to Suit the Operation

- [FGIS PVP Program](#)
- [ABC Company](#)



Click on the above links to view sample Procedures.

**ASSIGNMENT:** Using “The Standard Illustrated”, page 7, Records Control System, write a procedure for Records Control for your imaginary organization. Once again, if you are working with a group, share your efforts for their review and provide constructive feedback for theirs.

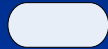
## Yet Another Definition

- Flowchart – Model using geometric shapes and connectors that show a flow of activities
  - An order for a product
  - Decision-making procedure
  - Internal Audit procedure
  - New product planning procedure



Flowcharts are very beneficial to help describe activities that happen in your operation. Many people prefer them to a written document, and frequently use them as procedures. This slide shows some possible flowcharts.

# Flowchart Symbols



Start/End

Begin a task or complete a task



Execution point

Task, action, hold a meeting,  
make a phone call, open a box

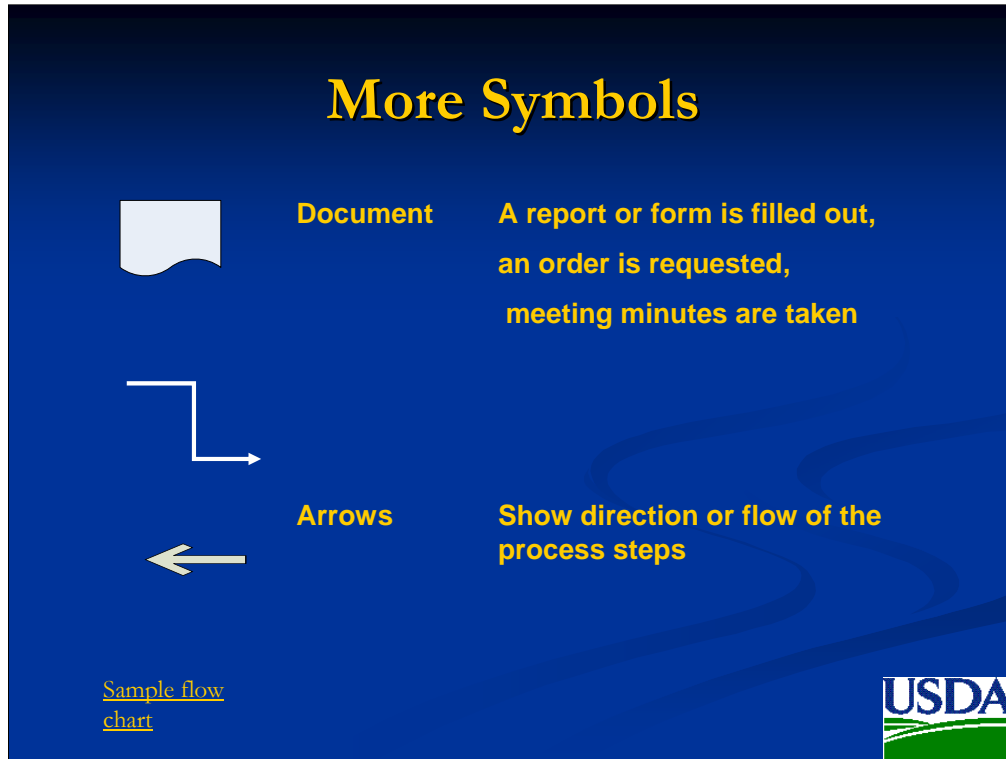


Decision Point

Yes/no; pass/fail; accept/reject



This slide and the one following show the most common flowchart shapes.



Arrows show the direction of the activity. They lead us from one step to the next.

This link will take you to some basic flowchart shapes and two example flowcharts. The first example explains how to write a Quality Procedure and the second is an actual flowchart taken (with permission) from an organization I am auditing. Pay particular attention to the diamond shapes that explain that a decision is made.

[Link to Flow Chart handouts: Basic Flowchart Shapes, Quality Procedure Writing Process Flowchart, and Bulk Load-Out Flowchart.]

**ASSIGNMENT** – Create a flowchart for an activity in your imaginary company. If you are working with a group, share your effort with others and provide constructive feedback to one another.

## What are work instructions?

- Describe how work is accomplished, written by operators and trainers
- Step-by-step instructions that provide adequate information to perform the activity completely and correctly
- Standard Operating Procedures (SOPs)



That completes our discussion of Quality Procedures. Now let's talk about Work Instructions. Most organizations call them Standard Operating Procedures or SOPs. They tell "HOW" to do specific tasks. They have to be detailed enough so that anyone could read it and perform the task adequately. Creating SOPs for most tasks can be a huge \$\$ saver. It aids in cross-training your workforce so that business can continue as normal when key personnel are not available. It also is one of the most difficult elements to complete when documenting a QMS. It takes time to write work instructions, and it takes dedication to maintain them.

## Questions to Ask When Writing Work Instructions

- What processes or activities should be covered?
- How detailed must the instructions be?
- What type of work instruction is best for each circumstance?
  - Handbook
  - Video
  - Flowchart or Schematics
  - Cartoon/Pictures

[AMS Audit Review and Compliance Branch](#)



What needs to be covered by a work instruction? Activities that are not usually known in day-to-day life should be covered as well as activities that are so important that the knowledge needs to be reinforced. For example, you would not need a work instruction for addressing a letter. Most people know how to do that. You might want a work instruction reminding workers to be careful around equipment – a sign for example.

Remember, work instructions come in several forms including videos, handbooks, or signs.

[[Link to AMS work instruction for writing a new program](#)]

[[Link to Sample Work/Job Instruction](#)]

## What are records (documentation)?

- Historical evidence that results from using the system, written by appropriate persons in the QMS
- May be in paper, electronic, audio, or visual format must be:
  - Clear
  - Readable
  - Available
- Retained over a specified period of time

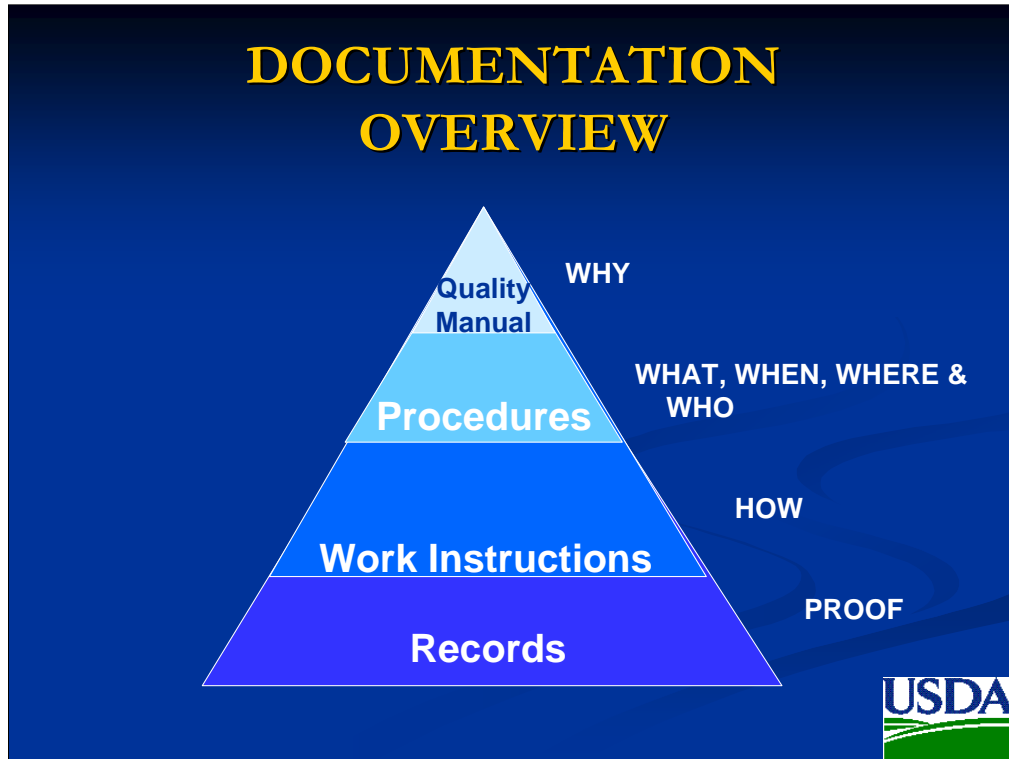


Another mention of records completes the discussion of the Documentation Pyramid we started with. Records are essential to an organization. They provide the historical documentation demonstrating the organization's activities over a specified period of time. It is up to the organization to determine how long records should be retained. They must be clear, readable, and available. Auditors are especially sensitive to the readability and accessibility of records, so pay careful attention when preparing for an onsite audit.

**MAJOR ASSIGNMENT:** Develop a Scope, Quality Policy, Quality Objectives and a Procedure for one item mentioned in *The Standard Illustrations* (other than recordkeeping). You may use your own company or a made up one. Be sure to refer to all handouts as references to ensure your complete understanding. For example, refer to the following handouts when writing the procedure:

- AMS 1400 Work Instruction for writing procedures,
- Quality Procedure Writing Process Flowchart, and
- Sample Work/Job Instruction for document control information.

If you are working with a group, share your efforts and provide constructive feedback to one another.



This slide begins the second segment of the training that deals with Problem Solving, Responsibility and Communications. Before we get into those topics, let's do a quick review of the Documentation Pyramid –

The Quality Manual explains Why you are doing what you do and gives an overview of the organization.

Procedures give the Who, What, When and Where of the operation's functions. They relate back to the Quality Policy and Quality Objectives.

Work Instructions explain how tasks are accomplished to ensure proper conformance to procedures.

Records are historical information that provide evidence of conformance to the QMS.

## Review of QMS

- Say what you do
- Do what you say
- Review and improve
- Record activities



ISO 9000 requirements lead an organization into process management. Here is a step-by-step way to remember the QMS process.

Write down what you do, this includes the Quality Manual, Procedures and Work Instructions.

Do what you say by implementing what you've written (this is the tough part).

Review and Improve by using effective Internal Audits and Management Reviews as well as determining corrective and preventive actions.

Finally, keep good records of everything that happens.

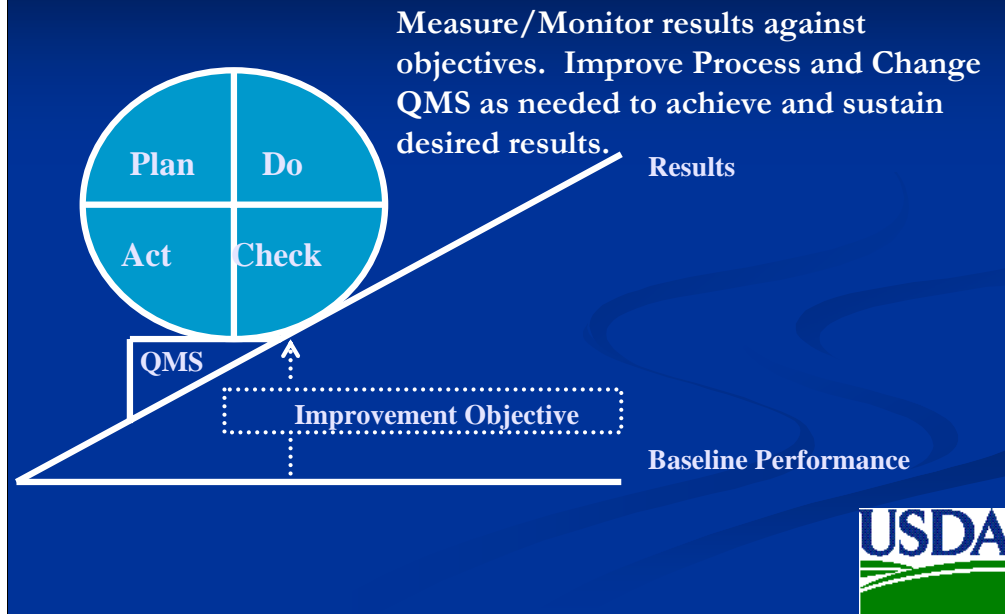
## Problem Solving / PDCA

- PLAN
1. Describe the improvement possibility
  2. Describe the current process
  3. Describe all possible causes of the problem and agree on the root cause
  4. Develop an affective and workable solution and action plan, including targets for improvement
- Do -- Implement the solution or process change
- Check – Review and evaluate the result of the change
- Act -- Reflect and act on what is learned



Earlier, when we talked about creating a QMS, we saw the Plan, Do, Check, and Act wheel diagram. The same method can be used for problem solving.

# Continuous Improvement



Here is another diagram with the famous QMS wheel. It demonstrates the overall improvement of an operation as the QMS is implemented, problems are solved and objectives are met. The QMS supports the process management approach to doing business. Then, as objectives are met, new objectives can be tackled for the overall improvement of the organization.

## Root Cause Analysis

- It's more than just the “story”
- It's more than a need for training
- Check the circumstances / environment
- Work backward from the incident or non-conformance

Some brief thoughts about Root Cause Analysis. Obviously, it means finding the cause of a problem rather than using band aid measures such as retraining. One school of thought in tracing the root cause of a problem, is to avoid hearing the “story” of what happens. Rather keep an open mind and consider the circumstances or environment that may have caused the problem. Work backward from an incident or non-conformance.

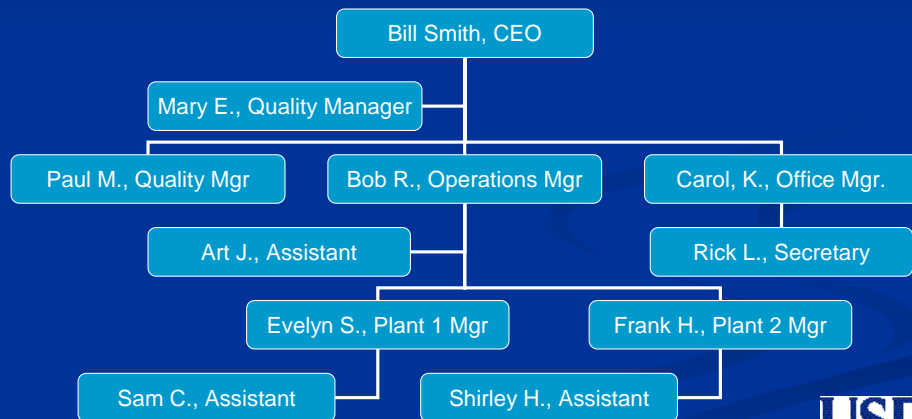
For example, let's pretend that two workers were injured when operating the same piece of equipment, although they had been trained to use it. The first thought might be that they need to be retrained – they didn't understand the training. The next thought might be that the training method was not adequate, and it needs to be reviewed.

Working backward from the incidence, however, might reveal exactly what they were doing when the accidents happened. It could be a malfunction of the machinery, poor lighting, or it could be a problem with a manager who showed them a shortcut to save time.

There are several good books about root cause analysis, and it would be a good idea to have one on hand.

# Responsibility

## Simmons Manufacturing Company



This slide shows an organization chart that illustrates how responsibility flows through an organization. It has many of the same characteristics of a flowchart. In this chart, the vertical lines show the hierarchy or supervision roles. The horizontal lines indicate that the job above has an assistant. Mary E. is the Quality Manager of this organization. She reports directly to higher management. She assists management in operating the QMS within the organization.

This organization chart shows both the name and the title of the person holding each position. Many organization charts indicate only the title of the position. If you choose to show only the position when documenting your QMS, remember to include an appendix or attachment providing the names of the persons who hold the positions.

## Quality Manager

- Appointed by and reports to top management regarding the performance of the QMS
- Ensures that processes are established, implemented, and maintained
- Identifies areas of improvement and reports to top management
- Ensures that ALL members of the organization are aware of customer requirements



The Quality Manager's job goes beyond writing the documentation for the organization. He or she has to make certain that procedures and processes are established, implemented and maintained. The Quality Manager is appointed by top management and reports only to top management as a way to ensure that 1) top management is always involved in the QMS and 2) to protect him or her from reprisal, should a report or finding negatively effect individuals in the organization.

The Quality Manager also must ensure the all members of the organization are aware of customer requirements. This requires communication throughout the organization.

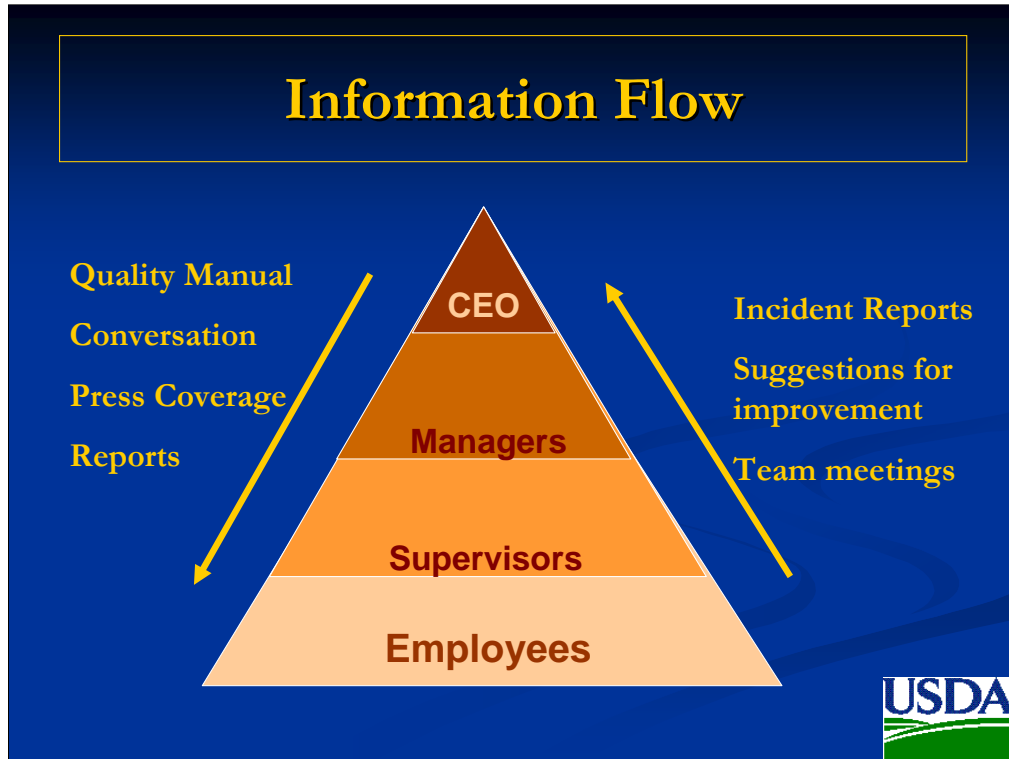
## Internal Communication

- Channels of communication must be identified or created
- Effectiveness of the QMS must be communicated to ALL stakeholders
- Communication must flow from management to workers and from workers to management
- Continuous improvement must be everyone's goal



Internal Communication should be everyone's task. In order for the Quality Manager to enable good communication, an atmosphere of reward, rather than punishment, should be established. In other words, employees need to be encouraged to give suggestions or communicate problems without fear of reprisal or of being reprimanded. Some suggestions have been to make anonymous email systems and suggestion boxes available. In our organization, there is a telephone hotline that anyone can use.

The Quality Manager also needs to include all employees in the development of the QMS, and make it clear to them how their job relates to customer satisfaction. ALL employees need to be included when the QMS succeeds, as well as when areas of improvement are identified.



This diagram shows that information must flow from top management through mid-level managers and supervisors to employees and visa versa. Some communication channels are identified.

In my organization, all suggestions are printed in the monthly newsletter. When a suggestion is adopted, the person making the suggestion is rewarded, sometimes with a percentage of the savings realized because of the suggestion. However, if there is a monetary reward, the person has to buy pizza for everyone involved. That way, everyone gets to share in the success.

It is up to the Quality Manager to set a tone in which communication can be honest and non-threatening.

**ASSIGNMENT:** List two ways in which communication can be improved in your organization and implement them as soon as possible.

## Most Likely Non-Conformances in a QMS

- Reiteration of the Standard
- No cross-reference from Procedures, Records and Work Instructions
- Document Control
- Management Review
- Internal Audit



Some quality manuals come to us with no more than a reiteration of the standard. This is not appropriate or sufficient for an auditor to learn about your organization. One method of writing a Quality Manual is to copy the section of the standard you are addressing, and then personalize it with your organization's name and the actual activities you undertake in order to conform with each requirement.

Although the lack of cross-references between the Quality Manual, Procedures and Work Instructions is not a non-conformance, it makes the audit slow and very tedious for the auditor. Remember, you are paying for the auditor's time, and so you want to make the audit process as easy as possible. Also, the more organized and concise your manual is, the more confidence the auditor will have in your abilities.

Document control is more difficult in a new QMS than in an established one. This is because documents change more frequently in a new system than in an old one. What is most important is to have a well thought out document control procedure and then to stick to it! Also important is to have a document identification system that flows from the Quality Manual through procedures and work instructions.

The error most frequently seen in Management Review is failure to completely clear non-conformances. Frequently corrective actions are undertaken, but there is no follow through to ensure that the corrective measures resolve the problem. Also seen in Management Reviews is the failure to consider all aspects of the organization.

Organizations most often fail to perform internal audits on their entire system. They may address the quality of the product or service and entirely forget that they have to audit conformance to the Quality Standard they are using. Internal audits may be performed on different parts of the organization at different times, but by the end of the internal review cycle, the entire system should have been audited.

# THANKS for Joining Us

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This concludes the QMS training, “Creating and Documenting a Quality Management System”. There are several good publications and websites we would like to share with you. [Insert link to Helpful URLs and Books].

Thank you for sharing your time with us. If you have any questions or wish to provide feedback, please feel free to contact either of us at the numbers listed above. To learn more about the AMS Process Verified Program for Livestock and Seed, check their website: <http://processverified.usda.gov>. To learn more about the FGIS Process Verified Program for Grains and Oilseeds, check our website: <http://www.usda.gov/gipsa/programsfgis/inspwgh/pvp/pvp.htm>.